



DEPARTMENT ORGANIZATION AND COMMAND STRUCTURE

FC No.: 220

Date: 12-21-15

If a provision of a regulation, departmental directive, rule, or procedure conflicts with a provision of the contract, the contract prevails except where the contract provision conflicts with State law or the Police Collective Bargaining Law. (FOP Contract, Article 61)

Contents:

- I. Purpose
- II. Command Structure
- III. Organizational Structure
- IV. CALEA Standards
- V. Proponent Unit
- VI. Cancellation
- Appendix A: Organizational Charts

I. Purpose

The purpose of this directive is to outline the functions of the various operational and support units within the department and describe the department's organizational structure. Organizational charts are maintained by the department and updated as needed.

II. Command Structure

- A. Each organizational component is under the direct command of only one supervisor. The administrative titles for officers in charge of each bureau, office, division, section, or unit will be as follows, regardless of the individual's rank:
 - 1. Department - Chief
 - 2. Bureau - Assistant Chief of Police, respective bureau
 - 3. District - Commander
 - 4. Division - Director, respective division
 - 5. Section - Supervisor, respective section
 - 6. Unit *or Team* - Supervisor, respective unit/*team*
 - 7. Shift - Supervisor
- B. Definitions and Terminology
 - 1. Department: The entire organization known as the Department of Police, Montgomery County, Maryland.
 - 2. Bureau: The largest organizational entity within the department.
 - 3. District: A geographical subdivision of the county for field services, investigations, and related police functions.
 - 4. Division: A primary subdivision of the Office of the Chief or a bureau having department-wide jurisdiction.
 - 5. Section: A functional component of a division.
 - 6. Unit *or Team*: A functional component of a section.
 - 7. Officer in Charge: Senior officer on duty, commanding a particular component, unless an "acting" officer in charge is designated.
 - 8. Commander: A captain having command of a district. A commander will wear the gold oak leaf rank insignia.

9. Chain of Command: The unbroken line of authority extending from the Chief of Police through a single subordinate at each command level down to the level of execution.
 10. Officer: A commissioned (sworn) police officer employed by the department.
 11. Employee: All personnel, sworn and non-sworn.
- C. During a temporary absence, an assistant chief, district commander, division director, or section/unit supervisor will designate an individual to serve in an acting capacity. The “acting” responsibility may rotate among the individuals within the organization. In the event the Chief of Police is absent, unless otherwise designated, the command progression will be:
1. ***Assistant Chief of Police, Patrol Services Bureau***
 2. Assistant Chief of Police, Field Services Bureau
 3. Assistant Chief of Police, Investigative Services Bureau
 4. Assistant Chief of Police, Management Services Bureau
 5. District Commanders, by seniority
- D. During the temporary absence of a commanding officer, when competent authority makes no other provision, the command will automatically fall to the senior-ranking subordinate. Seniority is established for command purposes first by rank and, secondly, by length of service in such rank. In cases of equal rank and length of service in rank, the officer with the greatest length of service in the department shall be in command.
- E. The order of rank for sworn personnel shall be as follows:
1. Chief of Police
 2. Assistant Chief of Police
 3. Commander
 4. Captain
 5. Lieutenant
 6. Sergeant
 7. Corporal
 8. Police Officer III
 9. Police Officer II
 10. Police Officer I
- F. At every operational and staff level of the department, personnel who have been given responsibility also have the requisite authority to make decisions necessary for the effective execution of those responsibilities. Each employee will be held accountable for authority delegated to them and will be held responsible for carrying out their duties in that regard.
- G. In establishing organizational components and lines of authority, consideration must be given to the span of control. Supervisors can reasonably supervise only a limited number of employees. Further, each employee is accountable to only one supervisor at any given time.
- H. The position of non-sworn personnel within the rank structure shall be determined by individual commanding officers dependent upon assigned duties and responsibilities.

III. **Organizational Structure**

- A. General
The department is organized into the Office of the Chief and *four* bureaus: ***Patrol Services Bureau***, Field Services Bureau, Investigative Services Bureau, and Management Services Bureau. The Office of the Chief consists of components that are necessary to assist in carrying out the Chief’s responsibilities. The primary functions of the department are the responsibility of the ***Patrol Services Bureau***, Field Services

Bureau, and the Investigative Services Bureau. Internal management support is the responsibility of the Management Services Bureau. Each bureau is under the command of an Assistant Chief of Police. All four bureaus are grouped by function under the control of the Chief of Police. Each bureau is divided into divisions, sections, and units according to the functions they perform.

- B. **Office of the Chief** - the Chief of Police is the highest ranking officer within the department. The Chief is responsible for administering the department in accordance with applicable laws and regulations and ensuring that organizational objectives are being met.
1. **Internal Affairs Division** - responsible for ensuring the integrity of the department by thoroughly and objectively investigating complaints of employee misconduct. This division is also responsible for the implementation and coordination of all disciplinary actions and procedures instituted by the Office of the Chief.
- C. **Patrol Services Bureau** – provides direct police service through patrol and investigative functions.
1. **Administrative Support** - responsible for providing the command, control, and support operations of the bureau; requests resources through workload analysis; and allocates resources among its functional units. Provides oversight to the ***SRO*** Supervisor.
 2. **District Stations** - the six patrol districts provide initial response, investigation, and resolution of a variety of law enforcement and public safety concerns that impact on crime, the fear of crime, and quality of life issues by utilizing problem solving techniques. In addition to these activities, district patrol personnel provide specialized law enforcement assistance in the form of:
 - a. **Community Service** - provides community service-oriented support in the area of crime prevention and community relations for their respective district.
 - b. **District Community Action Team (DCAT)** – *responsible for conducting targeted enforcement operations at the direction of the District Commander in response to identified crime increases and crime trends. These teams engage the community in community policing efforts to sustain gains achieved through joint partnership efforts.*
 - c. **Special Assignment Team (SAT)** - responsible for conducting plainclothes covert law enforcement at the direction of the District Commander. These teams develop operational plans in order to curtail or reduce targeted criminal activity specific to the District. The officers assigned to this unit perform covert patrol activities as a team in unmarked vehicles or on foot.
 - d. **Traffic Squad** - provides basic law enforcement with emphasis on traffic enforcement, collision investigation, and traffic control. In addition these units conduct selective enforcement based on analysis, frequency, and community complaint to reduce problematic driving behaviors.
 3. **Duty Commander** - assumes command of the department in the absence of the Chief of Police and other senior departmental executive officers. The Duty Commander also provides field supervision to ensure adherence with established departmental policies, procedures, rules, and regulations.
- D. **Field Services Bureau** - *provides specialized police and community services through various functions of the department.*
1. **Administrative Support** - responsible for providing the command, control, and support operations of the bureau; requests resources through workload analysis; and allocates resources among its functional units. Provides oversight to the District Court Liaison, ***Peer Support, Honor Guard***, and the Crisis Intervention ***Team*** Coordinator.
 2. **Animal Services Division** – *provides enforcement of animal related laws and care for homeless, abused and neglected animals.*
 - a. **Field Services Section:** *responsible for response and investigation of citizen complaints and animal emergencies that include animal abuse and neglect; stray, rabid, or aggressive animals; and sick or injured animals. Animal Services Officers also provide vital information to community organizations, housing associations and schools regarding local and state laws and animal welfare issues or concerns. Officers also work collaboratively with other law enforcement agencies and first responders when animals are on scene.*

- 4

- b. **School Safety Section** - responsible for the oversight of school crossing guards and the safety patrol program.
- c. **Special Traffic Operations Section** – *provides a variety of specialized traffic enforcement, investigation, and support functions.*
 - **Alcohol Initiatives Unit** - responsible for the development and coordination of the department's alcohol education and enforcement programs and the Drug Recognition Expert program.
 - **Chemical Test for Alcohol Unit** – *responsible for management of the department's breath and blood testing programs.*
 - **Collision Reconstruction Unit** - responsible for the investigation of all fatal traffic collisions and critical injury motor vehicle collisions involving police officers, dignitaries, or public officials.
 - **Commercial Vehicle Unit** – *responsible for coordination and enforcement of the Federal Motor Carriers Safety Act regarding commercial motor vehicles.*

E. **Investigative Services Bureau** - provides police service through various investigative functions.

1. **Criminal Investigations Division**

- a. **Central Auto Theft Section** - responsible for the investigation of vehicle thefts and provides anti-theft education to the community.
- b. **Crime Analysis Section** - provides investigative support and analysis for those offenses that occur in large numbers with discernible patterns and trends and on offenses that can be prevented or suppressed through the implementation of directed patrol and tactical action plans.
- c. **Crime Laboratory Section** - responsible for analyzing evidence.
 - **Chemistry Unit** – responsible for analysis of controlled substances.
 - **Biology Unit** - responsible for analysis of biological substances and comparison using DNA testing.
- d. **District Investigative Sections**- the District Investigative Sections are responsible for conducting follow-up investigations of felony offenses and other offenses not handled by *other* specialized units.
- e. **Financial Crimes Section** - investigates fraud, forgery, embezzlement, and confidence game crimes.
 - **Electronic Crimes Unit** - examines computers, cell phones, and other electronic devices seized in connection with crimes for evidence or intelligence information hidden in the system's data; investigates computer fraud and other criminal activity involving computer technology.
 - **Pawn Unit** - *inspects licensed precious metals and secondhand property dealers in the county; reviews daily event reports and identifies stolen property through comparison with pawnshop lists.*
- f. **Forensic Services Section** - encompasses evidence collection and analysis, photography examinations, ballistic analysis, and automated fingerprint analysis.
 - **Crime Scene Unit** - responsible for the processing of serious crime scenes to include photography, chemical examinations, latent fingerprinting, tire/footprint/shoe/tool impressions, and evidence collection.
 - **Firearms Examination Unit** - responsible for entering all ballistic data obtained from firearm, expended bullet, and shell casing evidence into the Integrated Ballistic Identification System (IBIS) as a means to identify perpetrators of violent crimes committed with firearms.
 - **Photographic/Digital Image Unit** - responsible for capturing and enhancing latent print evidence and reviewing and capturing video images; develops digital, color and black and white film and photographic prints for court and investigative purposes.
 - **Latent Print Unit** - utilizes regional and statewide-automated systems to compare prints of arrested subjects, suspects, witnesses, and deceased individuals against latent fingerprint evidence obtained at crime scenes and examine the results.

2. **Major Crimes Division**

- a. **Fugitive Section** - tracks fugitive cases through the court system, responsible for Interstate Agreement on Detainer transports, service of other jurisdiction's warrants, handles requisitions for Governor's Warrants, and serves in-county warrants.
- b. **Homicide Section** - investigates *all* deaths, *critical assaults when death is highly likely or imminent, solicitation/conspire to murder, life threatening injuries as a result of police action, and* police shootings, etc.
- c. **Missing Persons/Cold Case Section** - responsible for the investigation of homicides and rapes still open but inactive for periods of time. *Also responsible for the investigation of missing persons beyond 72 hours of the initial police report and missing persons with foul play suspected.*
- d. **Polygraph Section** - supports criminal investigations and applicant processing by performing polygraph examinations and submitting reports to the appropriate investigator.
- e. **Robbery Section** - investigates all commercial proceeds robberies, carjacking's, home invasion robberies, *and kidnappings with ransom.*
- f. **Victim/Witness Assistance Section** - develops, implements, and coordinates victim/witness assistance services, ensuring all victims have access to support, information, and referral.

3. **Special Investigations Division** - manages, directs, and procures resources for enforcement of narcotic and vice violations; also coordinates asset forfeiture proceedings seized under forfeiture statutes.a. **Criminal Enterprise Section**

- **Criminal Street Gang Unit** - responsible for investigation of all gang-related crime, identifying gang members, and developing trends.
- **Electronic/Technical Surveillance Unit** - responsible for the installation and operation of specialized electronic surveillance equipment, audio/video surveillance equipment, pen registers, wire-tap equipment, and vehicle tracking devices.
- **Repeat Offender Unit** - reduces the incidence of specific criminal offenses by identifying and targeting career criminals for apprehension and prosecution.
- **Vice and Intelligence Unit** - is responsible for the intelligence gathering and identifying threats to our community and liaison with Joint Terrorism Task Force (JTTF). The unit also investigates gambling, prostitution, and human trafficking.

b. **Drug Enforcement Section**

- **Drug Interdiction Team** - focuses on parcel interdiction which includes the interception of suspicious packages containing large amounts of illicit drugs and then conducting controlled deliveries. The unit also conducts interdiction activities at local hotels/motels, bus stations, MARC Stations, and storage facilities.
- **Drug Investigative Unit** - targets street level to mid-level narcotic traffickers. Emphasis is on undercover drug purchases, controlled buys, buy bust operations, the execution of narcotic related search warrants, surveillance, and on-view arrests of CDS violators. The unit coordinates drug complaints at the District level.
- **Firearms Investigations Unit** - investigates all firearm related crimes.
- **Major Offender/Conspiracy Unit** - disrupts major drug trafficking organizations and targets sources of supply and assets of major narcotic traffickers. The unit also assists outside agencies with narcotic investigations within the county.
- **Pharmaceutical Unit** - investigates the illegal diversion of prescription drugs that have been obtained by utilizing forged/altered prescriptions. The unit also investigates health care practitioners who are suspected of illegal diversion/dispensing of pharmaceutical products.

4. **Special Victims Investigations Division**

- a. **Child Abuse/Sexual Assault Section** - investigates physical and sexual abuse of children; all rapes and sex offenses (*and attempts*) other than fourth degree where the victim is under 18 years *when the victim and suspect know each other*; investigates fourth degree sex offenses where the

incident is part of a pattern of such offenses or follow-up is required in widely separated locations outside the geographic boundaries of the district in which the offense occurred.

- b. **Child Exploitation Section** - investigates *all rapes and sex offenses (and attempts) other than fourth degree where the victim is under 18 years when the victim and suspect do not know each other*, child molesters, child pornography and other child exploitation, internet crime, and kidnappings; maintains local investigative files on suspected child molesters and exploiters; manages the Sex Offender Registry.
- c. **Domestic Violence/Elder Abuse and Sexual Assault Section**
 - **Domestic Violence and Elder Abuse Unit** - investigates cases of domestic violence involving first degree assault, stalking and strangulation. The unit also investigates elder abuse, institutional abuse and abuse of vulnerable adults.
 - **Sex Assault Unit** - *investigates all rapes and first, second, and third degree sex offenses and attempts where the victim is 18 years old or older.*
- d. **Missing Persons/Runaway Section** - *conducts follow-up investigations on reported missing children and parental abductions.*

F. **Management Services Bureau** - provides staff support services for the patrol and investigative functions of the department.

1. **Administrative Support** - responsible for the allocation of personnel and resources within the bureau, the coordination of training for bureau personnel, bureau budget preparation, secondary employment application processing, and *management of the departments award program. Provides oversight to the Evidence Unit supervisor.*
 - a. **Chaplain Section** - *provides guidance and counsel to employees and their families; acts as a resource to employees and the public in spiritual or specialized matters.*
2. **Communications Division/9-1-1 Emergency Communications Center** - is the 9-1-1 Public Safety Answering Point (PSAP) and *Public Safety Dispatch Center* for Montgomery County.
 - a. **9-1-1 & Dispatch Operations Section** - *operates 24 hours a day, 7 days a week, receives and processes all 9-1-1 calls and other emergency and non-emergency calls, dispatches public safety units within the county, and keeps status on public safety units. Serves as the primary point of contact to initiate law enforcement notifications and mobilizations in response to events having an impact on public safety within the county.*
 - b. **9-1-1 Support Section** - *responsible for providing direct in house support to the 9-1-1 Operations Section and center management and administration in the areas of technology, training, quality assurance, and professional standards.*
 - **Professional Standards Unit** - *responsible for managing and coordinates policy/procedures and accreditation for the division and the department in areas related to 9-1-1 dispatch operations.*
 - **Quality Assurance Unit** - *responsible for the Quality Assurance and Quality Improvement Program; responsible for researching and processing requests for 9-1-1 and Law Enforcement public safety radio recording requests;*
 - **Technology Systems/Research & Development Unit** - *responsible for the management and/or coordination of the operational and technical systems supporting the center, to include the Enhanced 9-1-1 phone system, CAD & subsystems, 800 MHz Radio System and various auxiliary systems; responsible for lifecycle management to include planning and design of the above systems; responsible for initiating and supporting updates to the 9-1-1 telephone street addressing guide and geographic information system (GIS) layers supporting 9-1-1; provides statistical information on calls for service and dispatch events.*
 - **Training/Career Development Unit** - *responsible for curriculum, development, implementation, and modifications for the center's entry level training, in-service training, and Communications Training Officers (CTO) programs; researches professional advancement within the 9-1-1 industry.*
3. **Employee Health & Wellness Division** - responsible for the management and coordination of

injured or ill employees through the Restricted Duty Unit until capable of performing in a full duty capacity; serves as liaison with third party administrator for workers compensation cases; and coordinates fitness for duty exams, periodic physical exams for employees, and the development of wellness programs.

4. **Informational Management and Technology Division** - the repository of all official department-generated reports, statistics, *and technology systems*. The Director acts as the department's custodian of records and liaison between the department and the central processing facility.
 - a. **Field Services Section** - *responsible for the operation of Mobile Data Computer Customer Service Hotline; scheduling and service support for department MDCs and mobile software applications support; remote CAD, MILES and Maryland state systems and applications; and provides technical training for employees on department, state, and national law enforcement applications and systems.*
 - b. **Records Section** - *responsible for records functions within the department.*
 - **Data System Unit** - *responsible for processing court orders to expunge criminal records from automated and paper systems and reviewing all event, DWI, and accident reports to ensure adherence to departmental regulations and ensures accuracy of arrest history and classification of crimes reported. Further, this Unit is responsible for reviewing daily defendant arrests for accuracy, collapsing criminal history under unique fingerprint IDs, researching and correcting incomplete or questionable defendant records, and ensuring arrests are classified with appropriate charges for statistical reporting.*
 - **Message Routing Unit** - *responsible for coordinating teletype communications with the State of Maryland and other law enforcement agencies across the county. This includes entries of missing persons, stolen vehicles, and property into NCIC and the verification of same. Also responsible for documenting police reports via telephone allowing patrol officers to be available for other priority issues.*
 - **Records Management Unit** - *responsible for processing and maintaining operational access to central records including reports and photographs, NCIC entry of articles, guns, securities, and boats, and monitoring and completing the validation processes essential for maintaining CALEA standards.*
 - **Warrant Control Unit** - *responsible for maintaining warrant files, handling hit confirmations, ensuring compliance with NCIC policies and procedures, and handling monthly validations of warrant records.*
 - c. **Technology Section** - *responsible for the evaluation, procurement, installation, training maintenance, support, and troubleshooting of hardware, software, and wireless systems utilized by the department. Detailed work includes administration, and maintenance of the department servers, LAN, WAN backbone connections; supervises and maintains department logon and security for networks and applications; provides data base development and support, and develops and maintains GIS systems and applications for the department. Also responsible for the development of commercial applications to support MCPD operations, the maintenance of the applications and support for the end users, and the development, procurement, and support of voice radio, commercial wireless and mobile data communications systems.*
5. **Legal and Labor Relations Division** - *represents the department in administrative hearings and civil proceedings, issues legal opinions concerning police matters, handles all employee/labor relations functions for the department including: represents the department during grievance meetings, arbitrations, and labor contract negotiations.*
6. **Management and Budget Division** - *responsible for budget administration, financial management, facility management, fleet management, procurement/logistics, and other varied programs that support field functions.*
 - a. **Capital Development and Facilities Section** - *responsible for managing the department's CIP projects and renovations, and coordination of building and property maintenance services.*

- b. **False Alarm Reduction Section** - responsible for the administration of the Montgomery County Alarm Law by: registering and licensing alarm users; collecting false alarm fees; and issuing civil citations with the purpose of reducing false alarms.
 - c. **Financial and Grants Management Section** - responsible for budget administration; *financial management of the department*; expenditure oversight; and *administration of grants*.
 - d. **Fleet Management Section** - responsible for *coordinating* the maintenance, repair, and inspection of all departmental vehicles; operation of a preventive maintenance program; and operation of a motor pool.
 - e. **Procurement and Logistics Section** - responsible for procuring, storing, and furnishing supplies and equipment to department personnel.
 - f. **Vehicle Recovery Section** - responsible for the *processing, storage and disposition of impounded vehicles; oversight of the Police Towing program; and handling abandoned vehicle complaints*.
7. **Personnel Division** - responsible for handling personnel-related activities within the department.
- a. **Administrative Section** - maintains files on all employees, initiates and processes pay and personnel actions, and maintains the department complement/assignment roster.
 - b. **Background Section** - conducts background investigations on all potential employees to ensure they meet departmental standards.
 - c. **Recruitment Section** - recruits qualified employees through job fairs, media advertisements, etc.
 - d. **Volunteer Resources Section** - *enables sworn and civilian employees to devote more time and energy to higher priority tasks by assisting in the performance of technical and administrative non-enforcement tasks*.
8. **Policy and Planning Division** - responsible for policy development and planning/research activities.
- a. **Policy Development Section** - *develops and updates departmental directives, forms and other policy documents with department wide distribution*. Conducts inspections and audits of departmental units to ensure proper administrative and operational controls are in place and are being followed.
 - b. **Planning and Research Section**: - coordinates long-term strategic planning functions *as well as research and analysis functions*. *Conducts and assists with* special projects for the department *and partners with public and private research entities*.
 - c. **Accreditation Section** - *manages the department's accreditation process to ensure continuous compliance with standards adopted by the Commission on Accreditation for Law Enforcement Agencies*.
9. **Training and Education Division** - responsible for providing entry-level and in-service training to all police officers, preparing training modules, conducting and maintaining records on firearms qualifications, FTO selection and training, and conducting specialized training for department employees as well as outside agencies, sworn and non-sworn.
- a. **Field Training and Evaluation Section** - supervises all facets of the program's operation including establishment of the Field Training Officer (FTO) Steering Committee, identifying and solving problems associated with the program, developing training for participants, and oversight of the FTO selection process.
 - b. **Firearms Training Section** - responsible for firearms training and qualifications for sworn personnel and other agencies.
 - c. **Leadership Development Institute Section** - responsible for the sergeant's mentoring program and coordinating leadership and career development programs.
 - d. **Training Development Section** - responsible for the planning and organization of all in-service training programs prior to implementation.
 - e. **Training Operations Section** - responsible for all day-to-day operations (hands-on training, records maintenance, classroom instruction, etc.) pertaining primarily to entry level training.

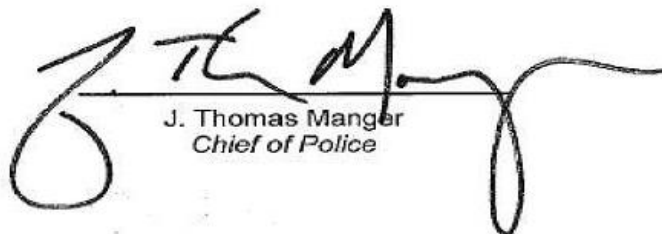
IV. CALEA Standards: Chapter 11

V. Proponent Unit: Policy and Planning Division

FC No.: 220
Date: 12-21-15

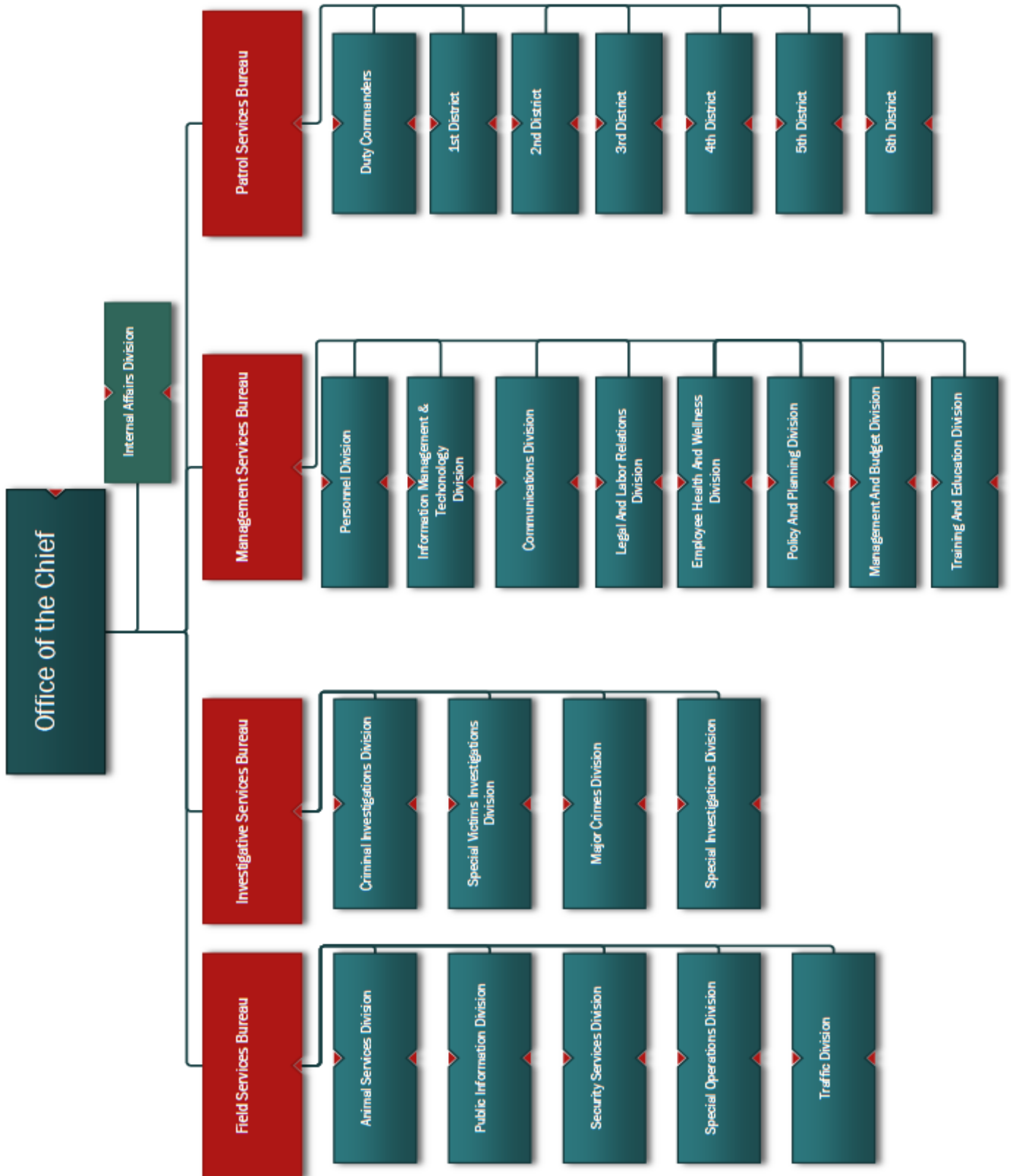
VI. Cancellation

This directive cancels Function Code 220, dated 04-16-09

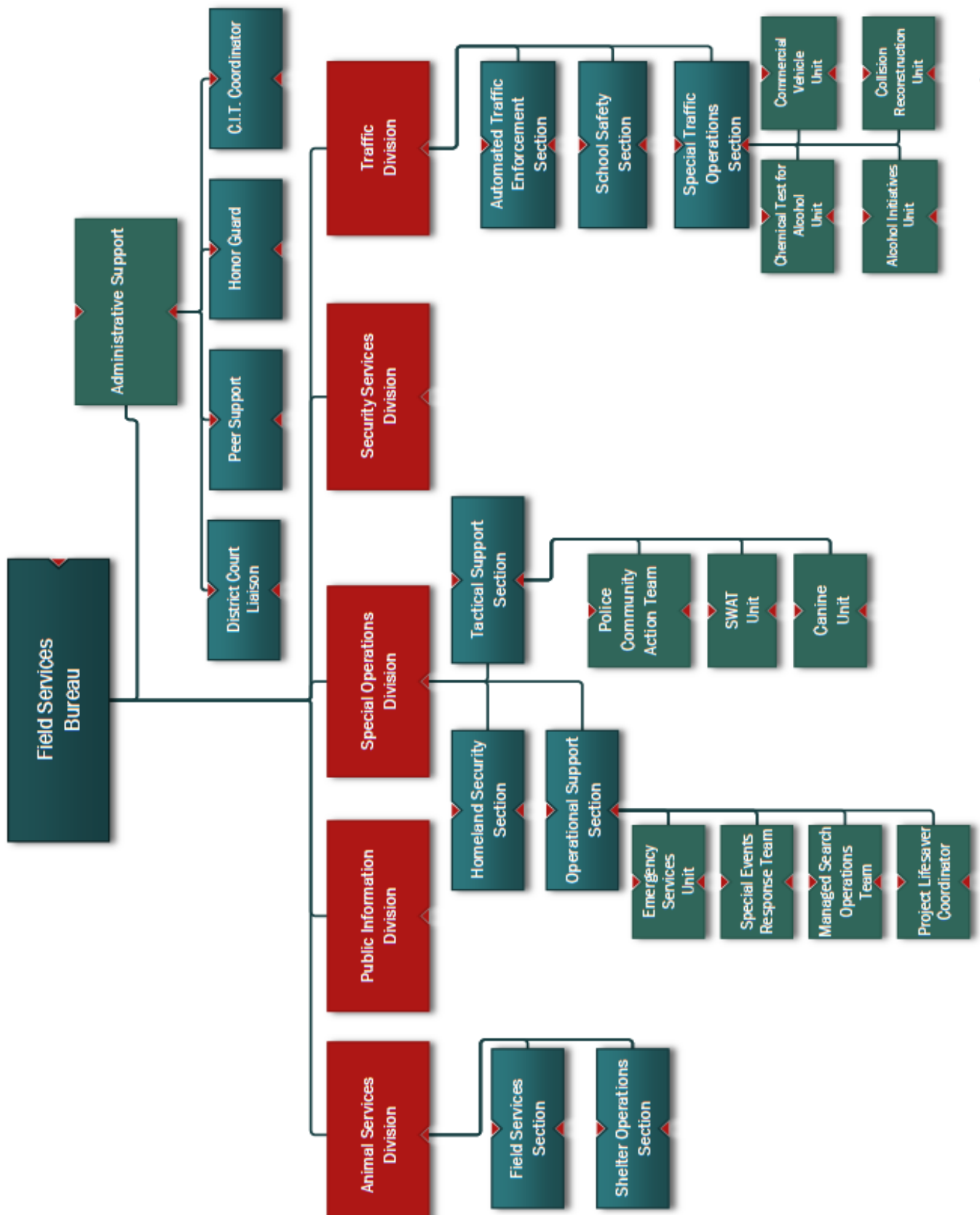


J. Thomas Manger
Chief of Police

Appendix A: Organizational Charts



08-19-15/GF



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